

USDA Pathways Programs Training and Development Plan

Purpose

The purpose of the USDA Pathways Programs Training and Development Plan is to facilitate the design and implementation of the career and professional development of USDA Interns, Recent Graduates, and PMF's. The USDA Pathways Programs Training and Development Plan outline the Pathways Programs training requirements for Interns, Recent Graduates, and Presidential Management Fellows. The plan covers a period of at least two years for Interns and PMF's and at least one year of training for Recent Graduates. The plan must be used in conjunction with each Pathways participant's Individual Development Plan.

Structure

The USDA Pathways Programs Training and Development Plan provides basic guidance for a competency-based training program that can be phased out to correspond with the performance appraisal cycle and blended into a variety of training formats. USDA managers and supervisors are required to provide periodic feedback and an assessment during the IDP evaluation process.

The first phase of the plan provides an orientation to federal employment, professional development, and focuses on the core competencies that USDA values. The second phase of the plan focuses on technical competencies, mentoring, attending seminars and conferences, an application of knowledge, shadowing, rotational assignments, project management, and leadership development. Presidential Management Fellows will be afforded a more robust training plan in an effort to meet OPM Senior Executive Leadership Training requirements.

Roles and Responsibilities

Supervisors

It is the role of the supervisor to provide interns with performance feedback and an annual performance evaluation. A copy of the evaluation should be provided to the Student Intern Coordinator and the USDA Student Intern Program Manager. It

is also the responsibility of the supervisor to ensure the success of the intern by performing the following tasks:

- Providing interns with a detailed copy of the policies and procedures of the organization
- Offer guidance on the expectations of work, dress code, and performance
- Complete a performance evaluation
- Make recommendations and monitor the execution of the IDP
- Support shadowing, mentoring, and rotational assignments
- Provide meaningful work experiences
- Provide regular and periodic feedback
- Stay abreast of the USDA Pathways Programs
- Promote Interns, Recent Graduates, and PMF's, if applicable
- Reward Interns, Recent Graduates, and PMF's if appropriate

Interns, Recent Graduates, and PMF's

USDA Interns, Recent Graduates, and PMF's will be offered several learning opportunities throughout their experience at USDA. It is the responsibility of each USDA Pathways Program participant to take advantage of the dynamic training opportunity outlined in this training and development plan. The Intern, Recent Graduate, and PMF must:

- Complete and implement an Individual Development Plan within 45 days of his/her entrance on duty date
- Interns and Recent Graduates must complete at least 40 hours of training as outlined in this training plan
- PMF's must complete 80 hours of training per year for 2 years as outlined in this training plan
- Participate in a mentoring event or experience
- Complete at least one rotational assignment
- Participate in agency-wide and department-wide training opportunities
- Participate in at least a ½ day shadowing experience (USDA Interns only)

Intern Development Program Manager

The role of the USDA Intern Development Program Manager is to provide a variety of learning opportunities that fosters career, leadership, and professional

development for Interns, Recent Graduates, and Presidential Management Fellows. The USDA Intern Development Program Manager is responsible for the following:

- Conduct a series of orientation webinars during the fall and summer
- Serve as a training resource for interns, supervisors, mentors, and Student Intern Coordinators
- Collaborate with Supervisors and interns in order to identify training needs
- Conduct IDP Workshop webinars periodically
- Collect data on shadowing, mentoring, and rotational experiences, IDP development, and performance plans and feedback

Rotational Supervisor

The role of the Rotational Supervisor is extremely important. The rotational experience should foster creativity, decision-making, and knowledge transfer. The Rotational Supervisor is responsible for:

- Provide a meaning work experience
- Review and adhere to all rotational agreements
- Review the IDP and provide work that is aligned with the participants goals and objectives
- Provide performance feedback periodically
- Provide a copy of the performance assessment to the participant, the participant's immediate supervisor, the Student Interns Coordinator, and the Student Intern Development Program Manager

Rotational Assignments, Mentoring Experience, and Shadowing Experience

The rotational, mentoring, and shadowing experiences are important aspects of the Pathways Programs experience. They allow participants to gain knowledge of a variety of skills and processes throughout the department. Before a rotational assignment is completed, the learning objectives in the participants IDP should be included and carefully examined. A written MOU should be prepared between both supervisors if the participant will be remaining within the agency. A MOU should be prepared between the specific agencies if the participant will be rotating and/or shadowing between agencies. The participant should receive a copy of the

terms of the agreement. The rotational experience should have the following characteristics:

- Last at least 15 days and involve meaning work experiences
- Focus on developing the participants professional skills and defined competencies
- Align with the strengths and areas of improvement as outlined in the participants IDP and performance plan
- Allow the participant to gain experience in a different setting
For example, if the participant works in Human Resources, he/she should rotate to the Office of General Counsel to gain insight into laws and regulations that impact his/her agency

Professional Associations, Seminars, Webinars, Conferences, Recommended Reading

USDA Pathways Programs participants must participate in regularly scheduled webinars and seminars for Interns, Recent Graduates, and PMF's. Each program participant must participate in at least 4 conferences and/or seminars per year. The USDA Student Intern Development Program Manager also strongly encourages program participants to participate in professional associations, USDA Connect blogs, and read periodic reviews in the career field of the participant's choice. A copy of a list of professional associations for federal government employees is attached. A list of recommending reading is also attached.

Mandatory Courses for Interns and Recent Graduates

- The Voice of Leadership: Self-Assessment and Motivation
- Introduction to AgLearn IDPs
- Using Feedback to Improve Team Performance
- Diversity on the Job: Diversity and You
- Building Community
- Emotional Intelligence at Work Simulation (for Recent Graduates Only)
- Effective Interpersonal Communications Simulation
- Interpersonal Communication: Being Approachable
- Interpersonal Communication: Listening Essentials
- Strategies for Communicating with Tact and Diplomacy

- Applying problem solving skills
- Conflict, Stress, and Time Management
- Business Ethics Simulation
- Conflicts of Interest and Impartiality for USDA Employees (for Interns only)
- Developing a Code of Ethical Conduct
- Ethics: Using Government Property and Time (for Interns only)
- Business Grammar: Parts of Speech (for interns only)
- 7 Steps to Better Written Policies and Procedures Exercises and Suggestions to Improve Your Writing (for Recent Graduates only)
- Business Grammar: The Mechanics of Writing
- Business Writing: Editing and Proofreading
- Communicating Across Cultures
- Business Writing: Know Your Readers and Your Purpose
- Business Writing: How to Write Clearly and Concisely
- Ethics: Teaching, Speaking, Writing
- Essentials of Interviewing and Hiring: Preparing to Interview
- FSIS Writing Results-Oriented Accomplishment Reports
- Making your point in writing
- Building Improved Work Relationships Simulation
- Achieving Success: the Help of a Mentor
- 151 Quick Ideas to Improve Your People Skills
- Building Improved Work Relationships Simulation
- Are You Listening to Your Customers?
- Customer Service over the Phone
- Administrative Professionals: Representing Your Boss (for Recent Graduates only)
- Demonstrating Accountability in a Crisis Situation
- Professionalism, Business Etiquette, and Personal Accountability
- Leading Teams: Building Trust and Commitment (for Recent Graduates only)
- Leading Teams: Launching a Successful Team (for Recent Graduates only)
- Leading Teams: Motivating and Optimizing Performance (for Recent Graduates only)
- Critical Thinking Essentials: Applying Critical Thinking Skills
- Thinking Like a CFO: Preparing and Presenting a Business Case
- Generating Creative and Innovative Ideas: Enhancing Your Creativity (for Recent Graduates only)

- 100 Great Time Management Ideas
- 101 Ways to Make Every Second Count: Time Management Tips and Techniques for More Success with Less
- Campus to Corporate: Developing a Professional Image (for interns only)
- Communicating with Professionalism and Etiquette (for interns only)
- Addressing and Redistributing E-mail (for interns only)
- Public Speaking Strategies: Confident Public Speaking
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Mandatory Courses for Presidential Management Fellows

- The Voice of Leadership: Self-Assessment and Motivation
- Introduction to AgLearn IDPs
- Leader as Motivator
- Leadership Essentials: Motivating Employees
- Leading Teams: Motivating and Optimizing Performance
- Maintaining an Engaging Organization
- Retaining Top Performers
- Motivating Human Behavior
- Preventing Problem Performance
- The Voice of Leadership: Effective Leadership Communication Strategies
- Business Execution: Crafting a Business Strategy that Executes
- Business Planning Essentials: Preparing for Implementation
- Developing and Deploying Strategic Plans
- Developing Learning Practices
- Developing the Capacity to Think Strategically
- Hiring Strategic Thinkers
- Strategic Decision Making
- Operations Management: Facilities Planning and Management
- Strategic Approaches to Workforce Planning and Employment (HRCI/SPHR)
- Strategic Planning
- Strategic Management (HRCI/PHR)
- Strategic IT Planning Simulation
- Managing Software Project Outsourcing: Dealing with Risks

- Strategic Planning and Risk Management
- Conducting a Successful Negotiation Simulation
- Cross Cultural Negotiations
- Handling Common Negotiation Challenges
- Cost Analysis and Negotiation Techniques
- Negotiation Essentials: Persuading
- Managing Procurements
- Negotiation Essentials: Communicating
- The Savvy Negotiator Building Win-Win Relationships
- Influence and Persuasion
- Getting Results without Direct Authority: Influencing Your Boss
- Influencing Key Decision Makers
- Leadership Essentials: Building Your Influence as a Leader
- Influencing Strategies
- Partnering for Results
- Cross-functional Team Fundamentals
- Find opportunities for innovation
- Generating Creative and Innovative Ideas: Maximizing Team Creativity
- Leading Innovation
- Approaches to Risk Management
- Communicating a Shared Vision
- Business Execution: Linking Strategy to People and Operations
- Communication Skills and Project Management
- Conflict Management
- Strategic Approaches to Labor Relations (HRCI/SPHR)
- Managing Project Human Resources
- Budgeting
- Effective Budget Management
- Creating and Designing a Project
- Addressing Attrition in High Performance Teams
- Compensating Employees (HRCI/PHR)
- Developing Employees (HRCI/PHR)
- Management of the HR Process (HRCI/SPHR)
- Thinking like a CFO: Mind-set and Financial Priorities

- Organizational Budgeting Activities and the Master Budget
- 101 Tips for Telecommuters: Successfully Manage Your Work, Team, Technology and Family
- Guide to the Project Management Body Of Knowledge
- Advanced Scheduling Management with Project 2010
- Capital Budgeting: Capital Allocation
- Business Analysis Requirements Management and Communication
- Developing and Controlling the Project Schedule
- Communication Skills and Project Management
- Controlling Costs
- Developing and Controlling the Project Schedule
- Introduction to Program Management
- Identifying Project Risks
- Building Trust
- Public Speaking Strategies: Preparing Effective Speeches
- Addressing Problem Performance
- 7 Steps to Better Written Policies and Procedures Exercises and Suggestions to Improve Your Writing
- 151 Quick Ideas for Delegating and Decision Making
- Decision Making: Making Tough Decisions
- Customer-Driven Process Improvement: Analyzing Process Problems
- Thinking Like a CFO: Preparing and Presenting a Business Case
- Cross-functional Strategic Management
- Delegation Essentials: An Introduction to Delegating
- Demonstrating Accountability in a Crisis Situation

Attachment A

USDA Training Plan for Interns and Recent Graduates

Student Intern and Recent Graduate Training Program

The USDA Student Intern and Recent Graduate Training Plans consist of a combination of orientation, self assessment, mentoring, shadowing, on-the-job training, and web-based training. USDA Student Interns and Recent Graduates will be required to create an Individual Development Plan (IDP) that will serve as a career and developmental training guide. The purpose of the IDP is to have the intern and graduate work with their supervisor to develop an individual training plan specific to the position and Agency. Both the IDP and the USDA Training Plan will be aligned with the mission and goals of the Department.

USDA Interns and Recent Graduates are a vital part of the department and contribute to the mission. Therefore, our intern and graduate training plan will reflect a competency based approach to career and professional development. USDA Interns and Graduates will be required to acquire at least 40 hours of training which will be a comprehensive plan that outlines the core and functional competencies that USDA values. USDA advocates for a diverse workforce. Therefore, our training plan will meet the needs of all USDA interns while addressing individual learning styles. In conclusion, the USDA Training Plan Our Intern Training Plan is as follows:

Competency	Description	Student Intern	Recent Graduate
Self Assessment	IDP Training	X	X
	Supervisory Assessment	X	X
	Performance Feedback	X	X
Human Awareness	Diversity Awareness Training	X	X
		X	X
	Sensitivity to Others	X	X
	Interpersonal Skills		X
	Emotional Intelligence		
Problem Solving	Conflict Resolution	X	X

Ethics	Integrity	X	X
	Conflicts of Interest	X	
	Property Management	X	
Communication	Effective Writing Skills	X	
	Effective Oral Communication	X	X
	Texts versus Professional Writing	X	
	Writing Effective Emails		
	Listening		
	Presenting to various audiences		X

Professionalism	Accountability	X	X
	Time management.	X	
	Working Collaboratively	X	
	Leading Teams		X
	Creating and Conducting Effective Presentations	X	X
	Professional identity	X	
	Transition from Student to Professional	X	
	Critical Thinking and Analysis	X	X
	Creativity		X
Reflective Practice	Engage in accurate re-evaluation of growth areas	X	X
	Acknowledge mistakes and weaknesses and learn from errors	X	X
		X	X
	Stress Prevention	X	X
	Receiving Performance Feedback		

Career Development	Mentoring	X	X
	Shadowing	X	X
	Reading	X	X
	Seminars	X	X
	Conferences		X

Attachment B

USDA Training Plan for Presidential Management Fellows

Presidential Management Fellows Training Program

The USDA Presidential Management Fellows Training Plan consists of a combination of developmental opportunities that include rotational assignments, seminars, self assessments, mentoring, conferences, on-the-job training, and web-based training. USDA's PMF's will be required to produce an Individual Development Plan that will serve as a career and developmental tool that charts the USDA PMF experience. The purpose of the PMF IDP is to clearly define the learning objectives, fundamental competencies, and Executive Core Qualifications needed during the 2-year training and developmental opportunity.

USDA PMF's are a vital part of the department's mission to recruit, hire, and retain the best leaders. Therefore, our PMF training plan will include leadership competencies which are recognized as building blocks for a successful leadership career at USDA. USDA PMF's will be required to acquire at least 160 hours of training which will be a part of a comprehensive plan that outlines the Executive Core Qualifications supported by the Office of Personnel Management and USDA alike. The USDA PMF Training Plan focuses on training PMF's to achieve results and build successful teams and coalitions. Our PMF Training Plan is as follows:

Competency	Description
Creativity and Innovation, External Awareness, Flexibility, Resilience, Strategic Thinking, Vision	IDP Training Supervisory Assessment Performance Feedback Rotational Experiences Strategic Planning Motivating Others Creative Thinking
Partnering, Political Savvy, Influencing and Negotiating	Leveraging Diversity Conflict Management for Managers Influencing and Leading Others
Financial Management, Human Capital Management, Technology	Budget Analysis Risk Management

Management	Managing Human Resources Accounting Principles
Communication	Oral Communication Public Speaking Written Communication
Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility	Accountability Operations Management Decision Making Problem Solving Critical Thinking and Analysis
Career Development	Mentoring Shadowing Reading Seminars Conferences

Attachment C

List of Professional Organizations for Federal Government Employees

1. National Association of Retired Federal Employees
2. Federal Employee Education and Assistance Fund (FEEA)
3. Federally Employed Women
4. Society of Government Meeting Professionals
5. Federal Managers Association
6. Associates of the American Foreign Service Worldwide
7. National Council of Social Security Management Associations
8. Association of National Park Rangers
9. Federal Court Clerks' Association
10. United States Park Ranger Lodge
11. Federal Criminal Investigators Association
12. Federal Executive Institute Alumni Association
13. Classification and Compensation Society

